



To: Select Committee on Homelessness and Housing
Date: June 24, 2019
Subject: Regional Governance Update
From: Tess Colby, Senior Advisor on Homelessness

Below is an update on activities and work in progress related to creating a Regional Governance Authority.

- Client Group Through the request of Council in SLI 15-18-B-1, the Mayor established a City Council Client Group consisting of CMs Bagshaw, Mosqueda and O'Brien. The Client Group is intended to "ensure a collaborative working relationship and timely reporting of information as the joint governance recommendations are considered and eventually implemented by the City." The Client Group has been meeting since January, focusing so far on the type of legal entity the Authority will take and the composition of the governing board.
- Regional Governance Authority Formation. As a result of consultation with Law and the Client Group, the Mayor's office is working with Law, the County counsel and Pacifica Law Group on the creation of an Interlocal Agreement and Charter for a PDA.
- Governance. National Innovation Services (NIS - formerly Future Labs) has conducted 16 workshops to solicit input from the community on the composition of the Governing Board. The Client Group participated in one of these workshops. The Mayor's office will bring recommendations from those workgroups to the Client Group in July. Community members broadly agree on the following:
 - The board must provide strategic vision, community accountability, and robust oversight for the new authority;
 - The board must include a large number of people who "know the work" e.g., people with lived experience and people with experience providing direct service;
 - The board should not include elected officials or current contract holders to avoid conflicts of interest;
 - The board should be small (average response of 11 members);
 - The board should have skill-based criteria for appointment in addition to representational standards.
- Authority Budget. HSD is working with the County to determine which of the City's and County's homeless programs are migrating to the Authority. Specifically, we are collectively looking by intervention at the crisis response programs (prevention, outreach, diversion, shelter, and transitional housing), rapid rehousing and permanent supportive housing services, and well as the Homeless Management Information System (HMIS) and Coordinated Entry, both administered by the County.
- Human Resources/Labor Relations. In addition to impacting the budget, the decision about which programs migrate impacts decisions about which staff functions migrate to the Authority and which remain in HSD. NIS, SDHR, HSD HR, CBO and the CAO are working with the Mayor's Office and HSD to identify how and when this can occur. We are aiming for an HR Staff Transition Plan in July 2019.

County Status. The County has been slower to engage their Council. Department and Executive staff are meeting weekly with Council staff, both personal and policy. The County Council just recently established a Homelessness Governance Advisory Team, consisting of CMs Kohl-Welles, Dembowski and Upthegrove. That team will guide the legislative process and make recommendations to the Health, Housing and Human Services Committee. They are also planning briefings with the Regional Policy Committee in June and July.

Regional Action Plan. Building on the work that Focus Strategies and Barb Poppe, CSH has been engaged by the Raikes, Ballmer and Gates Foundations to develop a Regional Action Plan (RAP). The RAP will be designed as a roadmap for the new Authority and its partners. It is not an implementation plan for the Authority – it is a plan designed to create momentum and accountability for meeting the community’s goals towards ending homelessness. CSH is assuming that the Authority will take the lead in maintaining these accountability mechanisms over time even though not every action will be the responsibility of the Regional Authority staff.

CSH has developed a comprehensive outreach strategy to get feedback from stakeholder groups. To date, CSH has taken the temperature of a variety of stakeholder groups in the community regarding the goals of the RAP.

CSH’s timeline has the draft RAP available in August with the final in place by September.

McKinsey. Separate from the RAP, but likely to be incorporated into it, McKinsey is planning to update their report on affordable housing. As they did in the first report, McKinsey will specifically revisit the role housing affordability plays in homelessness. In this report they will also address supply side solutions, identifying ways in which the private sector might contribute to ending the crisis, either through development or philanthropy. It is likely that the complementary work being conducted by McKinsey will also provide information necessary for budget planning and/or revenue generation strategy development.